Headquarters Department of the Army Washington, DC 20310-2500 1 June 1988

Effective: 1 July 1988

Personnel Separations

OFFICERS AND WARRANT OFFICERS SELECTIVE RETENTION

Summary. This regulation provides guidance and procedures for conducting the Officer Selective Retention Board. It includes new information on the selection process of officers and warrant officers, clarification in the scheduling of the board, board recommendations, composition of the board, and formats for board results.

Applicability

- a. This regulation applies to all ARNG commissioned officers and warrant officers who are not in active Federal service. It is applicable to soldiers in the Inactive National Guard and those on AGR status (Title 32).
- (Title 32).

 b. This regulation does not apply to the following:
- (1) Commissioned and warrant officers in active Federal service on an AGR status (Title 10).
 - (2) General officers.
- (3) Voting members of current selective retention boards.
- (4) Officers below the grade of LTC who have twice failed selection for promotion and whose Federal recognition has not been withdrawn.
 - (5) State AGs and Assistant AGs.
- (6) Technicians who are pending medical boards.

Impact on Unit Manning System. This regulation does not contain information that

Internal Control Systems

This regulation includes requirements warranting internal controls. An internal control review checklist is included.

Supplementation. Supplementation to this regulation is authorized. If supplements are issued, send a copy to NGB-ARP-O.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Executive, NGB. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent of this regulation is the National Guard Bureau. Users of this regulation are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to NGB-ARP-O, Washington, DC 20310-2500.

affects the Unit Manning System.		
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^{*}This regulation supersedes NGR 635-102, 28 September 1973.

1. Purpose

This regulation prescribes policies and procedures for establishing and conducting selection boards used in the ARNG program for selective retention of officers and warrant officers beyond 20 years of qualifying service for retired pay.

2. Policy

- a. Selection consideration will be without regard to race, color, religion, gender, or national origin.
- b. Unless clearly applicable to any one gender, the term commissioned officer, officer, warrant officer, individual, and the intentional use of a masculine pronoun applies to both men and women.

3. Program goals

A continuing program of selective retention is essential to provide for progression of qualified officers at proper intervals in their careers. The board goals of the ARNG program for selective retention are-

- a. Ensuring that only the most capable officers are retained beyond 20 years of qualifying service for assignment to the comparatively few higher level command and staff positions.
 - b. Providing career incentive.
- c. Ensuring an opportunity for advancement to the higher grades at the peak years of an officer's effectiveness.

4. Zone of consideration

Selection boards will be convened in each State annually to consider officers and warrant officers in the grades of colonel and below for selective retention beyond 20 years of qualifying service for retired pay.

- a. Initial consideration. All officers and warrant officers who accrue 20 or more years of qualifying service as of 31 December of the preceding year will be considered by that year's board; e.g., officers accruing 20 years qualifying service in calendar year 1987 would be considered the first time in calendar year 1988. Boards may be convened anytime during the first 6 months of the calendar year.
- b. Later consideration. At the discretion of the Adjutant General, all officers will be considered either annually or biennially.
- c. Selective retention boards will be conducted independently from AGR tour continuation boards IAW NGR 600-5, para 6-8.

5. Responsibilities State adjutants general are responsible for--

- a. Maintaining necessary records to permit a determination of each officer's eligibility for consideration for selective retention.
- b. Announcing the frequency of subsequent consideration of all officers either annually or biennially.
- c. Notifying officers to be considered of the purpose, time, and place of the board (appendix A).
- d. Requesting designation of Active Army board members from the CONUSA commander.
- e. Announcing time and site of annual selection board.
- f. Issuing orders placing ARNG board members on full-time training duty.
- g. Referring personnel records to the selection board.
- h. Providing administrative support to the board.
- i. Ensuring that each record has a Selective Retention Board Checklist (appendix B) attached. (The Officer Personnel Management System (OPMS) manager is responsible for preparing and/or verifying the information contained thereon.)
- j. Approving or disapproving the board report within 30 days of the board's adjournment date.
- (1) The AG may act upon the report in the following manner:
- $\qquad \qquad \text{(a)} \quad \text{Approve the report in} \\ \text{its entirety.} \\$
- (b) Remove an officer's name from the nonselect list and place it on the select list for retention for l or 2 years.
- (c) Modify the select list to change an officer from a 1-year retention to a 2-year retention.
- (2) The AG may not remove an officer from the select list and place him or her on the nonselect list. Further, the AG may not change the retention period of a selected officer from 2 years to 1 year.

(3) The AG may disapprove the board report in its entirety and require the board to reconvene and reconsider all cases, if the board report contains substantial administrative errors or procedural deficiencies. The AG will propose supplemental guidance to be given the board to correct the deficiencies.

- k. Issuing selection (appendix E) or nonselection (appendix F) letters within 30 days of his or her action on the report of the board.
- 1. Publishing orders separating non-select individuals from the ARNG citing this regulation as the authority for termination of State appointment. This action will be effected not later than 60 days from the issuance of the nonselection letter.
- m. Establishing controls to see that officer evaluation reports and other documents that have direct bearing on the retention value of an officer are submitted on time.
- n. Ensuring that officers who appear to have completed 20 years of qualifying service by 31 December of the preceding year are considered by the board. It is absolutely essential that the AG establish strict controls to ensure that verification of service has been accomplished on time.

Safeguard against premature removal from an active status

- a. Individuals will not be removed from active status until notification of their eligibility for retired pay at age 60 has been issued, unless sooner removed for cause or physical disability.
- b. When officers are not approved for retention and it is later determined that they have not completed the 20 years of qualifying service, the nonselect letter will be removed from all files and destroyed. Further, their names will be stricken from the board proceedings.

7. Status of officers upon termination of Federal recognition $% \left(\frac{1}{2}\right) =\frac{1}{2}\left(\frac{1}{2}\right)$

- a. When the Federal recognition is withdrawn from officers under provisions of this regulation, they become members of the Army Reserve (10 USC 3352).
- b. Unless officers elect in writing to be assigned to the Retired Reserve, they will be transferred to the jurisdiction of the Commander, ARPERCEN with assignment to USAR Control Group (Reinf).
- 8. Selection boards State AGs will appoint and convene selection

boards subject to the following:

- a. Composition. There are two types of boards—a three-member board and a nine-member board organized into three panels. Members may be selected from ARNGUS units within the State concerned and from other components of the Army or from ARNGUS units in other States with the concurrence of the AGs concerned.
- (1) A three-member board will be composed of three commissioned officers. The board will normally be composed of two ARNG officers and one Active Army officer; however, there must be at least one ARNG and one Active Army officer on each board. All members must be of equal or higher grade and, except for the Active Army member(s), must be senior in date of rank to each officer considered by the board. To constitute a quorum, all three members must be present at all sessions of the board. A commissioned or warrant officer may be designated recorder by the appointing authority and shall be without vote. When a recorder is not designated, the junior member of the board will act as the recorder and have a vote.
- (2) A nine-member board must be composed of nine commissioned officers, one or more of whom must be an Active Army officer, and all of whom must be of equal or higher grade and, except for the Active Army member or members, senior in rank to each officer whom the board considers for selective retention. A commissioned or warrant officer may be designated recorder by the appointing authority and shall be without vote. When a recorder is not designated, the junior member of the board shall act as the recorder and have a vote.
- (3) No ARNG board member will sit as a member of consecutive boards considering the same officers; e.g., if boards are held biennially, an officer may not sit as a member of the 1986 and 1988 boards. If boards are held annually, an officer may not sit on the 1986 and 1987 boards. In addition, if the board is held biennially and officers are identified for consideration by the next year's board, the same ARNG members cannot serve the next year. If a State cannot comply with these provisions or determines that it would be impractical, an exception to policy may be requested from NGB-ARP-O. There is no prohibition to non-voting recorders serving on consecutive boards.
- (4) The State AG will request the CONUSA commander to designate an Active Army officer or officers to serve as members of the selection board. The appointment instrument should indicate the concurrence of the CONUSA commander.

- b. Letters of instruction. Letters of instruction in the format prescribed in appendix C will be issued by the State AG.
- c. Briefings. In addition to letters of instruction, all selection boards will be briefed by the State AG or designated representative. This briefing will amplify the salient features of the letter of instruction and give the board members an opportunity to ask questions.
 - d. Communications for selection boards.
- (1) Individuals are not authorized to appear in person before a selection board on their own behalf or in the interest of another individual.
- (2) Individuals being considered for selective retention may write letters to the selection board inviting attention to any matter of record concerning themselves that they feel important in the review of their records.
- (3) Unsolicited communications that contain criticism or reflect on the character, conduct, or motives of any officer will not be given to the selection board.

e. Board oath

- (1) The following oath will be administered by the recorder to the members of the board: "You (identify each member by grade and name) do solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special fitness of individuals and the efficiency of the Army National Guard, perform duties imposed upon you, and further, that you will not divulge the proceedings or results of this board except to proper authority." (Each member of the board will respond, "I do.")
- (2) The president of the board will administer the following oath to the recorder: "You (identify by grade and name), as a recorder of this board, do solemnly swear (or affirm) that you will perform duties imposed upon you by the president of this board, and further, that you will not divulge the proceedings or results of this board except to proper authority." (The recorder of the board will respond, "I do.")

f. Conduct of the board

(1) Selection boards will make an evaluation of the future benefits that can be expected to accrue to the ARNG from the continued service of each individual considered. The board should consider the following factors in arriving at its decision:

- (a) Potential for replacing present senior commanders and staff officers or specialists in the case of warrant officers.
- (b) Adequacy of civilian and military education for performance of duties associated with higher level command and staff assignments.
- (c) Demonstrated performance as attested by evaluation reports, academic reports, and results of inspections and evaluations that cite the manner of performance of the officer.
- (d) Medical condition and physical fitness so that no significant assignment limitations are evidenced.
- (2) If the vote is not unanimous, the dissenting board member may prepare a minority report to support his or her contrary position. A copy of the minority report will be appended to each copy of the board report.
- g. Report format, content, and distribution. Reports will be prepared in the formats prescribed in appendix D. All copies of the report will be forwarded to the AG. After the AG has approved the board proceedings, a report prepared IAW format prescribed in appendix G will be sent to NGB-ARP-O.
- h. Protective markings. To ensure against premature disclosures of board recommendations, all copies of the board report will be marked "FOR OFFICIAL USE ONLY." These markings will be removed on receipt by the State AG.

Operation of the nine-member board (three-panel system)

- a. General. Each panel will be composed of three members, as similarly configured as possible. The board operates in two phases; the first phase has the panels operating independently as three separate "mini-boards" considering each file. The panels are then combined into a single nine-member board to concentrate on and analyze those files that require a revote.
 - Phase I--three panel phase.
- (a) Each panel operates independently of the other two. Three separate vote sheets are used for each file. Vote sheets are not transferred between panels with files.
- (b) Files are rotated thru each panel. Panel members vote on each file.

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- (c) To constitute a quorum, all three members must be present at all sessions of the panel.
- (2) Phase II--consideration by nine-member board.
- (a) The panels are combined into a single nine-member board.
- (b) Those officers recommended by none of the three panels are normally withdrawn from further consideration.
- (c) Those officers recommended by all three panels are normally voted for retention without further evaluation.
- (d) The combined board examines the remaining officers who were not three-panel selectees or nonselects.
- (e) To constitute a quorum, seven members, to include one Active Army member, must be present at all sessions of the board.
- b. The board may recommend one of the following:
- (1) Select and be reconsidered in 2 years.
- $\hspace{1.5cm} \hbox{(2)} \hspace{0.5cm} \hbox{Select and be reconsidered in} \\ \hbox{1 year.}$
 - (3) Nonselect.

- 10. Man-day and funding support.
 Authority is granted for the issuance of
 State orders placing ARNG officers in a
 full-time training duty (FTTD) status,
 with pay, incident to their serving as
 members of selection boards established
 under this regulation. Such authority is
 subject to the following:
- a. The total FTTD authorized will not exceed 9 man-days per year per State, unless additional man-days are approved by the Chief, National Guard Bureau.
- b. Officers ordered to FTTD will be authorized pay and allowances, to include travel, utilizing Program 3100 funds available to the State.
- c. Military transportation will be used as much as possible for travel.

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Appendix A

SAMPLE NOTIFICATION OF CONSIDERATION LETTER

(State Adjutant General Letterhead)

(date)
MEMORANDUM FOR: (Officer concerned)
SUBJECT: Consideration for Selective Retention UP NGR 635-102
1. A Selection Board will convene aton
(date) colonel and below who have completed at least 20 years of service.
2. The records of this headquarters indicate that you meet the criteria for considera
tion by the selection board. The authority and purpose of the board are (year) contained in NGR 635-102.
3. You are not permitted to appear in person before the selection board on your own
behalf or in the interest of another officer. You may, however, write a letter to the
selection board inviting attention to any matter of record concerning yourself that yo
feel important in the review of your records. Communications should be addressed as
follows:
President, Selective Retention Board
(mailing address)

4. If you have not already done so, I suggest that you consult NGR 635-102, which con-

tains an explanation of the Army National Guard program for selective retention.

Appendix B SELECTIVE RETENTION BOARD CHECKLIST

Name						F	ank_		
DOB	Age		DOR_				MF	ND	
Present duty assi	gnment				·····	Un i	t		
Height	Weight	_Date		Date	of	last	APRT	passed	
Date of last phys	ical	P	rofile					E	
Military education	n:								
Highest course	e								
	Date complete	ed							
Correspondence	e course(s)								
	Date enrolle	d					_		
	Hours comple	ted							
	Hours comple	ted last	12 mont	hs					
Highest civil	ian education						D	egree	
	Date last en	rolled							
	Credit hours	complete	d						
	Credit hours	complete	d last	12 mo	nth	s			
Additional remark	s								
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Appendix C

INSTRUCTIONS TO SELECTION BOARDS

(commissioned and warrant officers)

C-1. General

- a. The program for selective retention is designed to--
 - (1) Provide maximum career incentive.
 - (2) Give recognition to sustained excellent or better performance.
- (3) Provide a highly motivated officer corps and a high retention rate among the top quality officers.
- b. No evaluation of demonstrated performance or potential for future service can be complete or objective without a review of the entire record. The "whole person" concept should govern. An isolated example of excellence or mediocrity should not be used as a determinant for selection or nonselection. The analysis of individual records should include a careful review of all of the following factors:
- (1) The degree of efficiency demonstrated in the assignment held; the degree of responsibility and the magnitude of the functions involved; and the type of assignments and the leadership and managerial ability required.
- (2) General physical condition and medical fitness standards for retention as prescribed in chapter 3 of AR 40-501, to include height and weight standards (AR 600-9) and Army Physical Fitness Test. The individual should be able to perform without significant limitation in the event of mobilization.
- (3) Demonstrated performance as attested by evaluation report, academic reports, and results of inspections and annual field training evaluations that cite the individual's manner of performance.

C-2. Evaluation reports

- a. The basic and most important single document in the individual's record is the evaluation report. The manner of performance section in each report must be closely examined. It is here that patterns of strengths and weaknesses over a period of time will appear. These reports should be weighed in light of--
- (1) The type of observation on which the report is based; e.g., daily contact, infrequent observation, records, and reports.
 - (2) Length of time in assignment.
 - (3) Length of time covered by each report.
 - (4) Continuity of raters or senior raters.
 - (5) Trend in efficiency as experience is gained.
 - b. Rater's and senior rater's comments should be given equal weight.
- c. Scores on evaluation reports will not be converted to an overall index or average score. The score of each evaluation report must be considered in conjunction with the narrative portion of the report. While a numerical score is a factor to be considered, it alone is not conclusive.
- C-3. Affirmative action
 Board members should be aware that past personal and institutional discrimination may have operated to the disadvantage of some minority and female officers. This practice will no longer continue. Past discrimination may have limited assignments and opportunities for improvement for minorities and females.
- C-4. Derogatory information The weight to be given derogatory and/or disciplinary information is a matter for the

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collective judgment of the board. The board should give the greatest weight to the most recent years of service and the significance of the information. This is particularly true of junior officers whose worth to the ARNG is improved by their early exposure to heavy responsibility and problem solving. Undue weight should not be given to unfavorable comments of a derogatory nature that are followed by continuous outstanding performance of duty.

Commissioned officers The factors in the following paragraphs pertain only to commissioned officers

C-5. General

- a. Ensure uniform advancement to the higher grade at the peak years of an officer's effectiveness.
- b. Ensure that only the most capable officer is retained beyond 20 years of service for assignment to the comparatively few higher level command and staff positions.
 - c. Ensure a potential for replacing senior commanders and staff officers.
- d. Ensure adequacy of civilian and military education for performance of duties associated with higher level command and staff assignments. Officers will be required to demonstrate continued military educational advancement and refresher training, as appropriate. Attendance at resident courses, satisfactory progress in appropriate level correspondence courses, or attendance at USAR schools is evidence of efforts to improve military educational status.

C-6. Command and staff

- a. There is no substitute for command. At the same time, it must be realized that the number of command positions is limited and that being placed in such a position is primarily a matter of assignment over which the officer has little control. For officers of the technical and administrative services, such positions are even more limited. For those officers who have not been afforded the opportunity of command, the board must carefully weight other assignments and compare the degree of responsibility, managerial skill, and personal leadership with that found in assignments at the same grade.
- b. Proper development of an officer's potential requires assignment to staff positions throughout his or her career at the various grade levels. Officers having experience in both command and staff assignments with a good performance record have high retention value.

C-7. Specialization

The specialist has a role and responsibility that is equal to the role of the generalist. The particular assignment and educational pattern followed by a specialist **is** usually one that will develop the officer's strength and potential in one or more functions. In many specialty areas, specialized education and repetitive assignments are required to achieve a high level of professional proficiency.

Warrant officers The factors in the following paragraphs pertain only to warrant officers

C-8. General

- a. Ensure that only the most capable warrant officers are retained beyond 20 years of service.
- b. Examine the extent to which the warrant officers have taken advantage of available means to maintain and improve their professional qualifications. Warrant officers will be required to demonstrate continued military educational advancement and refresher training, as appropriate. Attendance at resident specialty courses, satisfactory progress in appropriate correspondence courses, or enrollment in vocational or other appropriate civilian schooling is evidence of efforts to improve military educational status.
- c. Warrant officers who have declined commissioning should be reviewed as refusing to assume future responsibilities commensurate with their rank and grade requirements.

C-9. Specialization
A warrant officer should have had a continuing series of assignments in the same specialized field. Prolonged experience in a single or directly related MOS is desirable. The board may not consider a variety of assignments as a prerequisite for selection.

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Appendix D

BOARD PROCEEDINGS FORMAT

(Selection Board Heading)

(Office symbol)	_	(date)
MEMORANDUM FOR: State Adjutant Ge	neral	
SUBJECT: Report of Board for Selection		
1. Pursuant to instructions conta		on Board appointed
therein convened ath	oursat	(place)
2. The purpose of the Board is to the grades of colonel and below fo	recommend ARNG commissioned and or selective retention in accordance and having in view the special first fluored, has carefully reviewed deration. The individuals named andividuals named in enclosure 3 and ard. The individuals selected for retent and contributions to the Army National and ard.	warrant officers in nee with NGR 635-102. tness of officers and the case of every on enclosure 2 are re not recommended for ion reveals that they
6. References:	(date)	
a. Disposition Form, Subject Board, AGO, dated b. NGR 635-102, dated		: Selective Retention
/s/ROGER E. DINES ROGER E. DINES COL, GS, ARNGUS President	/s/FRANKLIN R. EARLE FRANKLIN R. EARLE COL, INF, ARNGUS Member	/s/JAMES D. ORME JAMES D. ORME COL, FA Member
4 Encls 1. DF, AGO	for selective	

FOR OFFICIAL USE ONLY (sample marking)

List Number 1

OFFICERS RECOMMENDED FOR SELECTIVE RETENTION

Number	**Name	<u>Grade</u>	Service Number	Branch
1.	Jones, Thomas A.	COL	000-00-0000	FA
2.	*Smith, William A.	LTC	999-99-9999	IN

**List alphabetically by grade

JAMES D. ORME COL, FA Recorder

*Officer is recommended for 1 year retention and will be considered again by the

Selective Retention Board. This provision is applicable only to biennial boards.

List Number 2

OFFICERS NOT RECOMMENDED FOR SELECTIVE RETENTION

Number *Name Grade SSN Branch for Ret Pay Rec

JAMES D. ORME COL, FA Recorder

^{*}List alphabetically by grade.

^{**}Select and enter remarks as appropriate

[&]quot;yes" Notification of eligibility for retired pay has been received.

[&]quot;no" (PS) Notification of eligibility not received but application previously submitted.

[&]quot;no" (NS) Notification of eligibility not received and application not yet submitted.

Appendix E

SAMPLE OF SELECTION LETTER

(State Adjutant General Letterhead)

MEMORANDUM THRU: (Command channels)
FOR: (Officer concerned)
SUBJECT: Selection for Retention Under the Provisions of NGR 635-102
1. TheSelection Retention Board has adjourned and forwarded its recommendations(year)
to me. I am pleased to inform you that you have been selected for retention.
2. As required by paragraph 5, NGR 635-102, you will be considered again in CY
3. You should take particular pride in the confidence that has been evidenced by your
selection. I urge you to continue your education and enhance your effectiveness at
every opportunity.
4. TheArmy National Guard will continue to rely on you in meeting its (State)
objectives.

Appendix F

SAMPLE OF NONSELECTION LETTER (State Adjutant General Letterhead)

MEMORANDUM THRU: (Command channels)

FOR: (Officer concerned)

SUBJECT: Nonselection for Retention

- 1. NGR 635-102 provides that an officer who is considered for retention and fails to be selected will be separated from the Army National Guard.
- 2. You have been considered for retention in accordance with the above procedures and have not been selected. Accordingly, you will be separated from the Army National Guard
- 3. Upon discharge from the Army National Guard you become a member of the Army Reserves by operation of law. If you desire that the orders indicate you transfer to the Retired Reserve, you must apply in writing to this office within 30 days of receipt of this notification. However, should you not elect such assignment, the orders will indicate transfer to the jurisdiction of Commander, Army Reserve Personnel Center (CDR, ARPERCEN) with assignment to USAR Control Group (Reinf). In the latter instance, CDR, ARPERCEN will correspond with you regarding your status.
- 4. In determining your eligibility for retention, I can assure you that the selection board discharged its duties in a thorough and impartial manner. The character of your service has been noted to be honorable, and your records so reflect.
- 5. Your many personal sacrificies to the ______Army National Guard are sincerely appreciated. You may take just pride in having contributed to the success of the Guard as a viable force capable of meeting the challenges of today.

Appendix G

REPORT FORMAT

(State Adjutant General Letterhead)

MEMORANDU 20310-250	JM FOR: Chief, National Guard	d Bureau, ATTN	: NGB-ARP-	-O, Washingto	n, DC
SUBJECT:	Results of Selective (year)	e Retention Bo	ard (ARNG-	262)	
1. The a	approved results of the (year		Retention	Board are re	flected below
Grade	No. Considered	No. Selected	*No.	Nonselected	% Selected
COL					
LTC					
MAJ					
CPT				-	
WO					
TOTAL					

*Include in this column those who resign as a result of the board.

FOR THE ADJUTANT GENERAL:

JOHN A. SMITH CW4, NCARNG Recorder

By Order of the Secretary of the Army:

HBRBERT R. TEMPLE, JR. Lieutenant General, USA Chief, National Guard Bureau

Official:

HARRY M. LESLEY Colonel, USAF Executive, National Guard Bureau

Distribution: A, B, C